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26 July 1954

MEMORANDUM FOR: General Doolittle

RE: Panel of Consultants on Covert Activities of the Central Intelligence Agency

1. The purpose of this memorandum is to delineate the scope of inspection to be conducted by the Panel of Consultants on covert activities of the Central Intelligence Agency.

2. A Task Force is being constituted under the legislation providing for the establishment of a Commission on Government Operations, generally known as the Hoover Commission on Organization of the Executive Branch of the Government. This Task Force under this legislation will study the present organization and methods of operation of the CIA. Under the law this includes studies:

- a. recommending methods and procedures for reducing expenditures to the lowest amount consistent with the efficient performance of essential services, activities, and functions;
- b. eliminating duplication and overlapping of services, activities, and functions;
- c. consolidating services, activities, and functions of a similar nature;
- d. abolishing services, activities, and functions not necessary to the efficient conduct of government;
- e. eliminating nonessential services, functions, and activities which are competitive with private enterprise;

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- e. eliminating nonessential services, functions, and activities which are competitive with private enterprise;

- f. defining responsibilities of officials; and
- g. relocating agencies now responsible directly to the President in departments or other agencies.

3. It is desired that the Panel of Consultants on covert activities should make a comprehensive study of the covert activities of the CIA, in particular those carried out under NSC 5412 dated 15 March 1954. This study should avoid as far as possible unnecessary duplication of the work of the Hoover Task Force. The former will be concerned largely with organization; you will be concerned primarily with the conduct of the clandestine operations carried on by CIA both in the field of intelligence and operations. You will consider the personnel factor, the security, the efficacy, and the cost of such operations, and equate as far as possible the cost of the over-all effort and the results achieved. You will make any recommendations calculated to improve the conduct of these operations and/or increase their security. To the extent that agencies of government, other than CIA, are engaged in covert operations which parallel, duplicate, or supplement the operations of CIA, you may investigate such other operations conducted by any other department or agency of the government in order to insure insofar as practicable that the field of clandestine operations is adequately covered and that there is no unnecessary duplication of effort and expense. You may, of course, look into any part of the CIA whose activities are related to the conduct of these clandestine operations.

4. In the event that the work of the Hoover Task Force, referred to above, gets under way while your work is still in progress, I would

suggest that you and General Clark confer in order to avoid unnecessary duplication of work as between you. It is understood, however, that your report will be made for use solely within the Executive Branch of the Government, while the report of General Clark's Task Force, which will deal largely with organization rather than with the detail of operations, will be made to the Congress.

5. The purpose of these studies, both that by the Hoover Task Force and by your group, is to insure that the United States Government has the most effective mechanism for carrying out our over-all intelligence responsibilities, and that the actual conduct of such operations is efficiently and economically carried out.

Dwight D. Eisenhower

Rewritten by Lyman B. Kirkpatrick, 26 July '54